

How Old I Feel Matters: Examining Age-Related Differences in Motives and Organizational Citizenship Behavior

Yung-Kuei Huang
Jacqueline McDowell
Patrick Vargas

EXECUTIVE SUMMARY: Organizational citizenship behavior (OCB) is characterized by discretionary acts, such as helping colleagues, voluntarily taking initiatives, or showing exceptional commitment to work. Employee engagement in OCB is a building block for public park and recreation agencies to respond well to the demands for flexibility, adaptability, and innovation that characterize the volatile business environment. Alternatively, it is estimated that by 2018, nearly one quarter of the U.S. workforce will be comprised of workers age 55 and older (Toossi, 2009). Therefore, motivating an age-diverse workforce to engage in OCB might emerge as a compelling issue to public park and recreation agencies and require an astute understanding of age-related effects. Will the aging workforce make managing OCB more complicated? This question deserves empirical examination; and thus, the purpose of the current study was to explore the role of chronological age and subjective age identity in shaping OCB-specific motives (prosocial and impression management motives) and OCB among public park and recreation employees. Moreover, the mediating effects of the motives in the relationship between the age measures and OCB were investigated. Chronological age has been the most prominent operationalization of the age construct in existing research; however, it is argued that subjective age identity, which reflects one's actual feelings of his/her aging experiences, may provide useful insights into effects of aging on OCB-related motivational processes. A cross-sectional survey design was used to collect data from full-time employees at municipal park and recreation agencies in the state of Illinois. The data from 571 usable responses suggests that younger employees are more driven by impression management reasons for OCB as opposed to their older counterparts. However, a positive relationship of age with prosocial motives was not confirmed. In addition, employees with greater prosocial motives tended to report greater levels of OCB, whereas employees with greater impression management motives tended to report lower levels of OCB. Greater impression management motives observed among younger employees were found to provide an explanation for their lower engagement in OCB. The mediation analyses also suggest that employees with a more youthful identity may perform greater levels of OCB because of their greater emphasis on prosocial reasons and less concern for impression management reasons. The findings of the current study have several implications for managing employees in municipal park and recreation

agencies. For example, managers should consider age differences in motives and behavior when managing and communicating expectations to employees. Based on the findings of subjective age identity, strategies that could help employees to secure and maintain a more youthful identity may foster prosocial motives and OCB. To reach this end, managers could develop a positive, energetic work climate or ensure that established policies or benefits programs provide timely assistance for employees to better manage their physical and psychological well-being.

KEYWORDS: *age differences, motives, organizational citizenship behavior, subjective age identity*

AUTHORS: Yung-Kuei Huang is with the Department of International Tourism Management, Tamkang University, e-mail, kueih@mail.tku.edu.tw. Jacqueline McDowell is with the School of Recreation, Health, and Tourism, George Mason University, Prince William Campus. Patrick Vargas is with the Department of Advertising, University of Illinois, Urbana-Champaign.

Since the economic downturn, researchers have observed a growing demand for public park and recreation services due to their relatively low costs (Godbey, 2011). Although the increased demand may be an opportunity for public park and recreation agencies, it may place additional pressure on the agencies to sustain the quality and quantity of their services (Weitzel & Mowen, 2010). In view of the challenges associated with financing, staffing, and the growing demands for services, employees' fulfillment of assigned tasks may not be sufficient to maintain quality services. Organizational citizenship behavior (OCB) is characterized by discretionary acts that fuel the push toward the efficient and effective working of organizations (Organ, 1988), such as helping colleagues, voluntarily taking initiatives, or showing exceptional commitment to work. Considering its positive link to a wide array of organizational-level outcomes, such as productivity, efficiency, cost reduction, customer satisfaction, and turnover reduction (Podsakoff, Whiting, Podsakoff, & Blume, 2009), OCB is valuable to public park and recreation agencies, even more so during times of economic hardship because of staff cutbacks. Therefore, it is an imperative, but not easy, task for public park and recreation agencies to promote employees' engagement in OCB.

A parallel trend challenging public park and recreation agencies is an aging workforce. A recent Gallup survey indicated that U.S. employees on average expect to retire at age 67, up from age 65 in 2010, age 63 in 2003, and age 60 in the mid-1990s (Jones, 2012). It is estimated that by 2018, nearly one quarter of the U.S. workforce will be comprised of workers age 55 and older (Toossi, 2009). Although employment profiles specific to park and recreation employees' demographic trends are not available, the national shifts in age composition may inevitably affect public park and recreation agencies. As what people value may vary with age (Gladwell, Dorwart, Stone, & Hammond, 2010), it is argued that people at different ages may view the value of OCB differently in a quantitative and/or qualitative manner, or perform OCB for different reasons. Motivating an age-diverse workforce to engage in OCB is likely to emerge as a compelling issue to public park and recreation agencies and require an astute understanding of age-related effects. Compounding the challenge of managing OCB, the question arises as to the extent to which, or whether or not, the aging workforce would make managing OCB more complicated, and thus deserving of empirical examination.

Hence the purpose of the current study was to explore the role of age-related variables (chronological age and subjective age identity) in shaping OCB-specific motives (prosocial and impression management motives) and OCB among public park and recreation

employees. In recognition of the complexity of psychosocial aging processes and to address inconsistencies in previous findings about the relationship between chronological age and OCB, the current study went beyond the assumption of behavior as a function of chronological age. Guided by socioemotional selective theory (SST), age differences in these two motives were examined. The role of subjective age identity as an alternative age measure to chronological age in explaining the motives and OCB was explored. The mediating effects of the motives in the relationship between the age measures and OCB were also investigated.

Conceptual Framework

What is Organizational Citizenship Behavior?

Organ (1988) defined organizational citizenship behavior (OCB) as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization” (p. 4). By definition, OCB is not clearly specified in most employee employment contracts, requiring, to a certain extent, personal volition (Organ, Podsakoff, & MacKenzie, 2006). An employee’s choice to not engage in such behavior will not incur punishment, while the formal reward system does not guarantee any immediate return to the individual who demonstrates OCB. Further, to be considered as OCB, the aggregate of actions must be functional to organizational effectiveness and efficiency, though a single occurrence of such gestures may be trivial. Scholars have conceived of OCB as a multidimensional construct (Organ et al., 2006). Organ (1988) proposed a taxonomy consisting of five behavioral dimensions: *altruism*, *conscientiousness*, *sportsmanship*, *courtesy*, and *civic virtue*. Altruism refers to voluntary actions aimed at helping others with work-related problems (Organ, 1988). Conscientiousness emphasizes employees’ expression in the effort, beyond the minimally acceptable level of standards, to be diligent and to adhere to informal and formal rules that preserve a cooperative system (Organ et al., 2006). Sportsmanship is defined as “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining” (Organ, 1990, p. 96). Courtesy has been conceptualized as foresightful gestures, such as advance notice, reminders, passing along information, or consultation, which are carried out with the intention of helping others to prevent future problems or reduce work-related inconvenience imposed on others (Organ, 1990). Civic virtue is defined as a willingness to actively participate in corporate governance (e.g., attending meetings, keeping up with issues that affect the organization; Organ, 1988). Podsakoff, MacKenzie, Moorman, and Fetter (1990) developed a measure of OCB based on Organ’s five-dimensional model, which has been one of the most widely used scales in the OCB literature (Hoffman, Blair, Meriac, & Woehr, 2007). Research evidence has shown that these five dimensions, sharing affiliative and cooperative natures, are highly intercorrelated (LePine, Erez, & Johnson, 2002). The results of a meta-analytical study (Hoffman et al., 2007) also support OCB containing all of these five domains as a distinct construct from task performance and having different attitudinal antecedents from those for task performance.

Chronological Age and OCB

Empirical data across studies, including those that treated age as a control variable, has yielded mixed findings about the relationship of age with OCB. Some studies presented negative relationships (e.g., Iun & Huang, 2007; Jones & Schaubroeck, 2004) or no significant relationships (e.g., Li, Liang, & Crant, 2010; Wagner & Rush, 2000), whereas other studies yielded positive relationships (e.g., Chattopadhyay, 1999; Li & Wan, 2007). A meta-analytical study on age and various domains of performance including OCB attempted to reconcile these findings, suggesting that age was positively associated with self- and other-rated OCBs (Ng & Feldman, 2008). By the same token, empirical evidence has indicated that older people as opposed to their younger counterparts show

stronger personality traits that were found to be correlates of OCB, such as being more conscientious, responsible, modest, conventional, careful in interaction, sympathetic and helpful (Warr, Miles, & Platts, 2001). Accordingly, we propose:

Hypothesis 1: There will be a positive relationship between chronological age and OCB.

Motives in Age-Related OCB Relationships

Although the assumption of behavior as a function of chronological age offers a parsimonious approach to examining aging effects on work behavior, this approach does not suffice to explain age-related behavioral processes (Lawrence, 1996). Kanfer and Ackerman (2004) argued that age-related changes in motivational attributes, rather than chronological age per se, would be the leading forces dictating employees' behavioral outcomes over the course of their career life. Adults may undergo qualitative changes in motives for action in addition to normative changes in levels of physical strength, cognitive abilities, and personality traits (Kanfer & Ackerman, 2004). In spite of increasing attention given to understanding how work-related motives change with age (Inceoglu, Segers, & Bartram, 2012; Kanfer & Ackerman, 2004; Kooij, De Lange, Jansen, Kanfer, & Dikkers, 2010; Warr, 2008), there has been a paucity of research articulating how age differences in work-related motives regulate specific work behavior. Accordingly, the current study evaluated the role of behavior-specific motives in mapping out age-related OCB processes.

Organizational scholars have proposed that, other than reciprocity suggested by social exchange theory, prosocial and impression management motives can account for employees' engagement in OCB (Bolino, 1999; Bolino, Turnley, & Niehoff, 2004; Rioux & Penner, 2001). Prosocial motives refer to a desire to be helpful and concerned with others' needs and feelings (Rioux & Penner, 2001). Employees with prosocial motives are inclined to recognize opportunities and take on responsibilities for improving the welfare of other organizational members and the organization (Grant & Mayer, 2009). Impression management motives refer to a desire to create a favorable image and to avoid an unfavorable one in the eyes of others (Rioux & Penner, 2001). Employees with impression management motives are more concerned about the instrumental benefits and rewards derived from positive public images. The current study argues that these two OCB-specific motives—prosocial motives and impression management motives—may vary with age-related attributes, and such age-related differences may lead to different levels of engagement in OCB.

Socioemotional selectivity theory (SST) and chronological age differences in motives. SST provides a lens of life-span development through which to explain age differences in prosocial and impression management motives. According to this theory, the subjective sense of time left in life critically determines an individual's selection of social goals and subsequent styles of social behavior (Carstensen, Isaacowitz, & Charles, 1999). Presumably, older adults are more likely than younger adults to focus on emotionally meaningful goals because of older adults' appraisal of limited future time, whereas younger adults are more concerned with knowledge acquisition and their preparedness for the future (Carstensen et al., 1999; Lang & Carstensen, 2002). Interests in emotion regulation lead older adults to seek emotional satisfaction from their relationships and to better control negative and difficult emotional experiences. Lang and Carstensen (2002) extended emotionally meaningful goals beyond the traditional theoretical focus on regulation of emotions by including the notion of generativity, which refers to an adult's concern for and commitment to benefiting the social system and nurturing, leading, promoting and helping the next generation (McAdams, de St. Aubin, & Logan, 1993).

In support of the principles of SST, empirical evidence generally suggests that older employees are more likely to attend to and express concern for others. In a study using game scenarios, Van Lange, De Bruin, Otten, and Joireman (1997) found that prosocial orientations, which emphasized cooperation and equality, were more pronounced as age increased. Omoto, Snyder, and Martino (2000) found that older volunteers who ranged in

age from 55 to 76 years tended to be more motivated by concerns for others and societal obligations. In an empirical study on age differences in seven primary types of motives for volunteering in nonprofit home building organizations, Okun and Schultz's (2003) data suggested a positive relationship between age and social motives (to strengthen relationships). However, they found no relationship between age and value motives (to express humanitarian values). Noteworthy is that a recent meta-analysis on age and work motivation by Kooij et al. (2010) indicated a significant, positive relationship between age and one of the social motives characterized by helping people or contributing to society. Therefore, it is expected that, in comparison with younger employees, older employees' OCB is more likely to be driven by their prosocial motives.

The utility of SST in explaining the relationship between age and impression management motives resides in its implication for younger adults' prioritization of self-interested opportunities and activities. In order to better prepare for their future career, younger adults are drawn to learning knowledge and skills from work, as well as to gaining resources from establishing a broad social network that can provide career-related assistance in the long run (Barnes-Farrell & Matthews, 2007). Studies have shown that younger volunteers were more likely to cite interpersonal networking (Omoto et al., 2000), career-related experience and learning about the world (Okun & Schultz, 2003) as primary motives for volunteering behavior. Empirical evidence also indicates relatively stronger individualistic orientations, which focused on self-interest only, among younger adults (Van Lange et al., 1997). In a similar vein, recent research has consistently reported younger employees' greater concerns over a wide span of self-interested activities, such as good pay, recognition, networking, competition, and opportunities for personal growth as opposed to their older counterparts (Inceoglu et al., 2012; Kooij et al., 2010; Ng & Feldman, 2010; Warr, 2008). While impression management is self-concerned by its nature, it is expected that impression management motives for OCB are likely to be more pronounced among younger employees than among older employees.

Hypothesis 2a: There will be a positive relationship between chronological age and prosocial motives for OCB.

Hypothesis 2b: There will be a negative relationship between chronological age and impression management motives for OCB.

Subjective Age Identity

Subjective age identity can be defined as "how old a person feels or the age group with which the individual identifies him- or herself" (Steuerink, Westerhof, Bode, & Dittmann-Kohli, 2001, p. 364). Subjective age identity is influenced not only by noticeable changes in individuals' functional capacity (Waldman & Avolio, 1993), but also by the social roles and incidents they experience throughout their lives (Kaufman & Elder, 2002). One's self-perceptions of age may not coincide with prototypical attributes associated with his/her chronological age (Barnes-Farrell & Piotrowski, 1991). Two individuals with the same chronological age may have different feelings about their age identity.

Chronological age has been the most predominant operationalization of the age construct for its parsimonious and reliable advantages (Ng & Feldman, 2008). However, chronological age may not adequately capture the inter-individual variation in perceptions, personal meanings, and social expectations people attach to age (Cleveland & Shore, 1992). A 60-year-old individual who thinks of himself as old as his age, for example, may have a stronger tendency to "act his age" and be more concerned with related expectations than someone who shares the same age but has a younger self-view. When researchers used chronological age to predict attitudinal or behavioral outcomes, they automatically assumed that people who share the same age or who are categorized into the same arbitrarily defined age group have same age-related self-conceptions. This plausible assumption has incurred criticisms (Tsui & Gutek, 1999). The use of subjective age measures, which can more

accurately reflect psychological and social meanings attached to age, may have greater relevance or intrinsic validity in explaining inter-individual variation in work behavior than using chronological age.

Subjective age identity, motives, and OCB. Self-concept provides a framework governing and mediating individuals' social behavior (Markus & Herzog, 1992). Individuals' responses to substantive social meanings of aging processes—as well as their self-knowledge in relation to changes in physical ability, health, and major life roles—can provide understandings about the utility of subjective age identity in predicting motives and OCB. Individuals with poorer physical, mental, and/or social well-being tend to identify with the “old” age categories (Cleveland, Shore, & Murphy, 1997) or perceive themselves as older than they actually are (Barrett, 2003). Preceding work has documented that those with older subjective age identity tended to report negative psychological states, such as greater levels in workplace/off-the-job frustrations, work strains (Barnes-Farrell, Rumery, & Swody, 2002), and retirement intentions (Cleveland et al., 1997), as well as lower levels in positive effect, personal control (Schafer & Shippee, 2010), self-esteem (Montepare, 1996), perceived general self-efficacy (Boehmer, 2007), internal locus of control (Baum & Boxley, 1983), sense of personal growth, generativity, or subjective well-being (Ward, 2010).

According to Taylor and Brown (1988), if a person embraces a positive self-concept, he/she may be more likely to direct his/her attention to others' welfare or interpret their social surroundings from others' perspectives. Research has documented that positive psychological or physical states, such as positive affect at work (Dávila & Finkelstein, 2013; Johnson, 2008), self-esteem, self-efficacy, internal locus of control, and emotional stability (Bowling, Wang, & Li, 2012) are enabling factors of prosocial motives or acts. Alternatively, workplace burnout and exhaustion (Cropanzano, Rupp, & Byrne, 2003; Gilbert, Laschinger, & Leiter, 2010), for example, may lead to lower OCB. Negative affect was also found to evoke impression management motives (Dávila & Finkelstein, 2013). As such, the focus on prosocial purposes and engagement in OCB may be stronger among employees with a more youthful identity, while employees with an older identity, which often expresses one's negative physical and/or psychosocial functioning, may be more prone to self-interested reasons for OCB.

In North American cultural contexts, people generally prefer to view themselves in a positive light (Heine, Lehman, Markus, & Kitayama, 1999). Identification with younger ages is often used as a strategy to maintain positive self-conceptions and compensate for negative implications of ageism in North America where youth is highly valued (Westerhof & Barrett, 2005). Individuals with a more youthful identity may be less compelled to seek affirmation from others as their youthful age identity enhances the positivity of their self-concept. In contrast, individuals with an older identity may value other-affirmation more. Therefore, they are more likely to view “acting like a good soldier” as a means to that end. In other words, individuals with an older identity may have greater impression management motives for OCB.

Hypothesis 3a: There will be a positive relationship between a more youthful identity and OCB.

Hypothesis 3b: There will be a positive relationship between a more youthful identity and prosocial motives.

Hypothesis 3c: There will be a negative relationship between a more youthful identity and impression management motives.

Mediation Roles of Motives

Prosocial and impression management motives have been theorized as underlying motives for employee engagement in OCB. Employees with high prosocial motives are more concerned with others' feelings and needs and the welfare of the organization as

a whole, and thereby they tend to perceive OCB as part of their responsibility (Grant & Mayer, 2009). OCB, such as helping others, complying with group norms, or exhibiting courteous gestures may have an ingratiation flavor and become an approach to secure favorable images. In recognizing this self-concern aspect of OCB, Bolino (1999) in his conceptual analysis proposed that impression management motives may foster employees' engagement in OCB at certain times or toward certain powerful individuals at work.

Prosocial motives have been confirmed to be a consistent predictor of OCB directed towards individuals, such as helping and courtesy (e.g., Finkelstein & Penner, 2004; Grant & Mayer, 2009; Kim, Van Dyne, Kamdar, & Johnson, 2013; Rioux & Penner, 2001), and somewhat relevant in explaining OCB directed towards the organization/group (Arthaud-Day, Rode, & Turnley, 2012; Rioux & Penner, 2001). However, mixed findings concerning the relationship of impression management motives with OCB have been reported across studies. For example, when controlling for other motives, Rioux and Penner (2001) found that impression management motives accounted for significant amounts of unique variance only in sportsmanship. Finkelstein and Penner (2004) found an inverse relationship between impression management motives and OCB toward the organization. While some studies (Grant & Mayer, 2009; Kim et al., 2013) indicated impression management motives as a significant independent predictor of OCB directed toward individuals, an interaction effect between prosocial and impression management motives on OCB toward the organization was found in a sample of employees from various organizations (Grant & Mayer, 2009). Taken together, we expect that both motives will lead to OCB and mediate the relationship between the age measures and OCB. A conceptual framework that guides all the hypothesized relationships in the current study is presented in Figure 1.

Hypothesis 4a: Prosocial motives will lead to greater OCB.

Hypothesis 4b: Impression management motives will lead to greater OCB.

Hypothesis 5a: Prosocial motives will serve as a mediator in the relationship of age measures (i.e., chronological age and subjective age identity) to OCB.

Hypothesis 5b: Impression management motives will serve as a mediator in the relationship of age measures (i.e., chronological age and subjective age identity) to OCB.

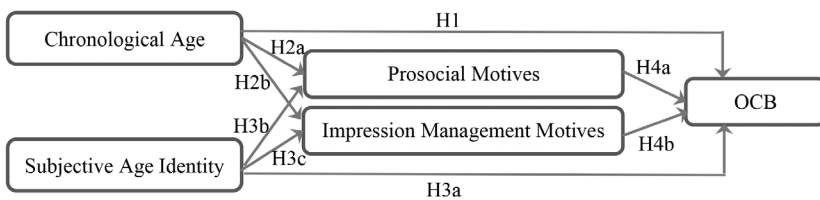


Figure 1. Hypothesized Model of Age Measures, Motives, and OCB

Methods

Sample and Procedures

A purposive sampling approach guided the researchers to recruit potential participants from full-time employees at municipal park and recreation agencies in the state of Illinois. The sample was predominantly White/Caucasian (94.6%). Females comprised 52.2% of the sample. Nearly 77% of the sample had received a bachelor's degree or more advanced education. The respondents ranged in age from 23 to 73 years old, with an average age of 43.8 years old ($SD = 11.28$). The respondents on average had 10.69 years of organizational tenure ($SD = 8.79$) and 15.28 years of tenure in parks and recreation ($SD = 10.28$).

This sample was recruited through the use of the Illinois Park and Recreation Association (IPRA) membership directory and direct contacts with municipal park and recreation agencies in 2012. After screening for work affiliation and eliminating those who had no email information from the IPRA membership directory, the researchers identified 1,712 IPRA members from 195 different city parks and recreation departments or municipal park districts. A limitation associated with this directory as the sampling frame was that employees in non-professional or lower-rank positions were less likely to join IPRA than those holding professional or managerial positions. Using this directory as the single frame would exclude many lower-rank and/or manual workers at municipal park and recreation agencies. To compensate for such deficiencies, one of the researchers successfully recruited 21 municipal park and recreation agencies in the state of Illinois to participate in the study drawing on a list developed by the Office of Recreation and Park Resources at the University of Illinois. The final sampling pool of the current study consisted of a total of 2,301 effective potential participants.

A cross-sectional survey method was adopted to address the research questions and hypotheses. To attain a greater coverage of full-time employees from municipal park and recreation agencies in a timely fashion and with reasonable costs, a mixed-mode strategy was used to collect data. More specifically, web-based surveys were employed in conjunction with paper-based surveys to solicit participation of the identified IPRA members and full-time employees at the agreed municipal park and recreation agencies. The design of mixed-mode surveys in the current study involved the use of alternative modes in a simultaneous or sequential manner, or the use of different delivery formats based on potential respondents' background and information availability. For instance, an email invitation included a hyperlink to the web survey and another link to download the questionnaire in a PDF format. A mail invitation was delivered in a survey packet consisting of a cover letter revealing the URL for the web survey, a hard copy of the questionnaire, a stamped, self-addressed return envelope, and a Post-it note with a handwritten request affixed to the cover page. Email invitations also included a personalized greeting line. In addition to the practice of personalization, the current study adopted a follow-up procedure, through which a postcard or email reminder was sent to employees about a week after the initial contact, as well as a prize drawing to encourage survey participation. A total of 627 completed returned surveys (mail: 138; online: 489) led to a response rate of 27.2%.

Instrumentation

Self-reports were utilized to collect employee data. Survey questionnaires began with questions about OCB, followed by questions regarding prosocial and impression management motives. The subsequent sections focused on subjective age identity and respondents' demographic information.

Organizational citizenship behavior. The current study adopted and modified the 20-item OCB scale used in Niehoff and Moorman (1993). This scale was adapted from the measure originally developed and validated by Podsakoff, MacKenzie, Moorman, and Fetter (1990). This OCB scale tapped into the five domains of Organ's (1988) model: *altruism*, *conscientiousness*, *sportsmanship*, *courtesy*, and *civic virtue*. Each domain was measured by four items. A sample item of the sportsmanship domain is: "I focus on what's wrong with my situation, rather than the positive side." The OCB scale used a 7-point response format (1 = *strongly disagree*, 7 = *strongly agree*).

Prosocial and impression management motives. Impression management motives for OCB were assessed with the 10-item scale developed by Rioux and Penner (2001), which includes items such as “To avoid looking bad in front of others” and “To look like I am busy.” Prosocial motives for OCBs were measured with the four-item scale developed by Grant (2008). A sample item of prosocial motives is: “Because it is important to me to do good for others through my work.” Following the procedure in earlier work (Rioux & Penner, 2001), the motive scales in the current study began with a brief description of OCBs in lay terms and examples of OCB. Employees then were asked to rate on a 7-point scale how relevant each of the motives was to their decisions to perform OCB (1 = *not at all relevant*, 7 = *very much relevant*).

Subjective age identity. Kastenbaum, Derbin, Sabatini, and Artt’s (1972) subjective age measure consisting of five other referent items was employed in the current study. This measure, in which the items respectively correspond to feel age, look age, interest and activity age, age perceptions by unfamiliar others, and age perceptions by familiar others, has been adopted and modified in later empirical work (e.g., Galambos, Turner, & Tilton-Weaver, 2005). For the items of feel age, look age, perceptions by others, employees were asked to rate on a scale ranging from 1 (*a lot younger than most people my age*) to 5 (*a lot older than most people my age*). The item of interest and activity age was presented with five response options, ranging from 1 (*a lot younger than my age*) to 5 (*a lot older than my age*).

Demographic information. Employees were asked to provide demographic data such as chronological age, sex, race, educational level, organizational tenure, and position level.

Data Analysis

Preliminary analyses on the data and instruments were performed prior to hypothesis testing. Missing values on all the questions, except demographic information, were lower than 1%. Cases without chronological age data, with extremely outlying values (Weinberg & Abramowitz, 2002), or with missing values on scale items were excluded for further analyses and therefore, 571 cases were retained with a response rate of 24.8% for usable responses. Descriptive statistics were computed on scale items to identify issues related to problematic distribution. To diagnose common method variance that might arise from same-source data, we conducted factor analysis procedures as recommended in Podsakoff, MacKenzie, Lee, and Podsakoff (2003). A Harman’s single factor test and a confirmatory factor analysis (CFA) were performed to test whether all the scale items in the present study appeared to load onto a single factor. The logic behind this procedure was that if common method variance is severe, a common factor will account for covariations among the measures. The psychometric structure and internal reliability of multi-item scales were assessed.

Structural equation modeling (SEM) that considered measurement error was run to test the hypothesized relationships. In addition to SEM analyses, to assess the magnitude of the mediating effects, the current study employed the “process” macro for SPSS developed by Hayes (2013), which provides a regression-based approach allowing for multiple simultaneous or sequential mediators and statistical control of covariates. This macro directly tests statistical significance of indirect (mediation) effects in conjunction with the bootstrap approach to navigate away from the problem of low statistical power caused by skewed and asymmetric distributions of indirect effects (Hayes, 2009). The procedure designed by Hayes would compute bootstrapped confidence intervals to detect statistical significance of indirect effects. Because the effects of age and tenure are often confounded and require distinction (Zenger & Lawrence, 1989), organizational tenure was treated as a control variable in SEM and regression analyses. To guard against multicollinearity, standardized values of age and tenure were used in SEM and regression. The comparative fit index (CFI), the non-normed fit index (NNFI), the standardized root mean square residual (SRMR), and the root mean square error of approximation (RMSEA) were used to assess the adequacy of the fit of measurement and structural models. The

cutoff criteria as suggested by Hu and Bentler (1999) and Browne and Cudeck (1993) were adopted: $\geq .95$ for CFI and NNFI and $\leq .08$ for SRMR and RMSEA.

Results

Since the self-reported data on OCB and motives did not meet the assumption of normality (univariate skewness ranged from -4.19 to 1.25 and univariate kurtosis ranged from -1.5 to 26.78), the current study employed a robust maximum likelihood (ML) estimation (Satorra & Bentler, 1994) in CFA and subsequent SEM analyses using LISREL 9.1. Asymptotic covariance matrices were used as input in this robust ML procedure. This estimation method has been recommended as an alternative to the normal theory ML estimation (Brown, 2006), producing ML parameter estimates with standard errors and a Satorra-Bentler (SB) scaled (mean-adjusted) χ^2 (Satorra & Bentler, 1994) that are corrected for the deviations from multivariate normality (Brown, 2006). In the diagnosis of common method variance, the results of an exploratory factor analysis suggested that a common factor accounted for only 20.44% of variance. Additionally, a one-factor CFA model did not fit the data well (SB Scaled χ^2 (702) = 5541.98, $p < .001$, RMSEA = .13; SRMR = .14; CFI = .77; NNFI = .76). The results indicated that common method variance might not be a severe threat to the correlational analyses in the current study.

SB scaled χ^2 difference tests (Bryant & Satorra, 2012) derived from CFAs was used to compare measurement models. Preceding work has treated Podsakoff et al.'s (1990) OCB scale to be unidimensional (e.g., Pillai, Schriesheim, & Williams, 1999) or five separate dimensions (e.g., Bell & Menguc, 2002), or conceptualized the OCB construct as two dimensions: OCB directed toward individuals and the organization (Williams & Anderson, 1991). As such, we tested whether a five-factor measurement model of OCB would fit the data significantly better than a one-factor model or a two-factor model. The CFA results (Table 1) and SB scaled χ^2 difference tests indicated that the five-factor structure was a better fit than one-factor model (SB Scaled $\Delta\chi^2$ = 497.35, Δdf = 10, $p < .01$) and two-factor model (SB Scaled $\Delta\chi^2$ = 319.19, Δdf = 5, $p < .01$). The two-factor motive model was found to fit the data better than a one-factor motive model (Scaled $\Delta\chi^2$ = 814.37, Δdf = 3, $p < .01$). The eight-factor measurement model (five OCB dimensions, two motives, and subjective age identity) provided a reasonable fit to the data (SB Scaled χ^2 (674) = 1673.85, $p < .001$, RMSEA = .06; SRMR = .06; CFI = .95; NNFI = .95). All the scale items were regarded as reasonable measures of their latent constructs with t values ranging from 5.25 to 28.40, having adequate factor loadings ranging from .36 to .92, greater than .32 as recommended by Tabachnick and Fidell (2001). The results support convergent validity of the measures. Means, standard deviations, and Cronbach's alphas of key variables and their correlations with one another are presented in Table 2.

Hypothesis Testing

SEM with a robust ML estimation using LISREL 9.1 was used to assess the hypothesized partially mediated model. An evaluation of the model fit indices indicated that the structural model had an acceptable fit with the data (SB Scaled χ^2 (747) = 1867.16, $p < .001$, RMSEA = .06; SRMR = .07; CFI = .95; NNFI = .95). Table 3 presents the results of standardized path coefficients (direct effects) from the structural models.

H1 stated that age will be positively related to OCB. The results indicated that age had a significant and positive effect on conscientiousness ($\gamma = .27$, $t = 4.17$, $p < .05$) and sportsmanship ($\gamma = .13$, $t = 2.00$, $p < .05$), but not on altruism ($\gamma = -.06$, ns), courtesy ($\gamma = -.05$, ns), and civic virtue ($\gamma = .08$, ns). Thus, H1 was partially supported. H2a predicted a positive relationship between age and prosocial motives, whereas H2b predicted a negative relationship between age and impression management motives. The results showed that age was not significantly related to prosocial motives ($\gamma = .03$, ns), but was negatively related to impression management motives ($\gamma = -.15$, $t = -2.6$, $p < .05$). Therefore, H2b was supported but H2a was not.

Table 1*Results of Confirmatory Factor Analyses*

Model	SB Scaled χ^2	ML χ^2	df	RMSEA [90% CI]	SRMR	CFI	NNFI
OCB							
1. One-factor	1336.84	1886.15	170	.13 [.128-.138]	.11	.80	.78
2. Two-factor	1067.64	1520.70	169				
3. Five-factor	380.88	504.85	160	.06[.055-.068]	.07	.96	.96
Motives							
1. One-factor	1480.57	1922.08	77	0.21[.197-.213]	.16	.84	.81
2. Two-factor	557.54	722.51	76	.12[.114-.130]	.06	.94	.93

Note. N = 571

Table 2*Means, Standard Deviations, Intercorrelations, and Internal Reliability*

	M	S.D.	1	2	3	4	5	6	7	8	9	10
1. OT	10.69	8.79										
2. Age	43.80	11.28	.53**									
3. SA	2.46	.68	-.14**	-.48**	(.85)							
4. PM	6.25	.75	-.00	.09*	-.14**	(.88)						
5. IMM	3.30	1.47	-.16**	-.27**	.23**	-.12**	(.91)					
6. ALT	6.31	.66	-.02	.00	-.02	.44**	-.18**	(.72)				
7. CON	6.08	.93	.06	.24**	-.15**	.25**	-.18**	.21**	(.71)			
8. SPO	5.81	1.11	-.05	.15**	-.21**	.28**	-.23**	.19**	.22**	(.73)		
9. COU	6.34	.60	-.04	.02	-.07	.44**	-.15**	.45**	.21**	.15**	(.61)	
10. CIV	6.22	.81	-.05	.09*	-.16**	.42**	-.18**	.40**	.22**	.27**	.40**	(.79)

Note. N = 569-571. Listwise Deletion. Reliability estimates (Cronbach's α) appear in brackets. OT = Organizational Tenure. SA = Subjective Age. PM = Prosocial Motives. IMM = Impression Management Motives. ALT = Altruism. CON = Conscientiousness. SPO = Sportsmanship. COU = Courtesy. CIV = Civic Virtue.

* $p < .05$, ** $p < .01$

Subjective age identity was expected to be negatively related to OCB (H3a) and prosocial motives (H3b), as well as to be positively related to impression management motives (H3c). The results revealed that subjective age identity did not have a significant direct effect on any of the five OCBs (see Table 3). H3a was not supported. In support of H3b and H3c, subjective age identity was found to have a significant and negative relationship with prosocial motives ($\gamma = -.133$, $t = -2.57$, $p < .05$) and a significant and positive relationship with impression management motives ($\gamma = .302$, $t = 3.38$, $p < .05$).

H4a and H4b posited that prosocial and impression management motives will lead to greater OCB, respectively. In line with H4a, the results revealed significant and positive relationships of prosocial motives to all five OCBs (see Table 3). Contrary to the expectation, impression management motives were found to have a significant and negative relationship with all five OCBs (see Table 3). Thus, the data was supportive of H4a but not H4b.

We predicted that the effect of age measures on OCBs will be mediated by prosocial (H5a) and impression management motives (H5b). The "process" macro designed by Hayes (2013) incorporating the product-of-coefficients approach in conjunction with the bootstrap approach was used to assess the hypothesized indirect effects. Bias-corrected and accelerated (BCa) 95% bootstrap confidence intervals were utilized to evaluate statistical significance of regression coefficients. Since age was not found to be a significant predictor of prosocial motives, only the indirect effects of age on OCBs through impression management motives were examined. Due to the significant relationships of subjective age identity with both the motives, the indirect effects of subjective age identity on OCBs through prosocial and impression management motives as simultaneous mediators were evaluated.

Table 3*Structural Model Results of Standardized Path Coefficients*

	PM	IMM	Altruism	Conscientiousness	Sportsmanship	Courtesy	Civic Virtue
Control Variable							
Org. Tenure	-.05	-.05	-.00	-.11*	-.18*	-.08	-.07
Independent Variables							
Age	.03	-.15*	-.06	.27*	.13*	-.05	.08
Subjective Age	-.15*	.19*	.09	.05	-.11	-.02	-.06
Mediators							
PM			.57*	.24*	.29*	.56*	.45*
IMM			-.18*	-.15*	-.18*	-.14*	-.11*
R ²	.03	.10	.35	.15	.20	.34	.25

Note. N = 569. PM = Prosocial Motives. IMM = Impression Management Motives. * $p < .05$

As shown in Table 4, the indirect effects of age on all the five OCBs through impression management motives were significant. The results also revealed that the indirect effects of subjective age identity on all the five OCBs were significant through both prosocial and impression management motives. Thus, H5a regarding the mediating role of prosocial motives was partially supported, while H5b regarding the mediating role of impression management motives was supported.

Discussion

The current study was undertaken to improve the understanding of age-related OCB processes by investigating the relationships among age measures, prosocial and impression management motives, and OCBs (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue). The findings illustrate the mediating effects of the two motives in the relationships between the age measures and OCBs. As the result was not supportive of the effect of employees' age on prosocial motives, impression management motives were found to partially mediate the link of age to conscientiousness and sportsmanship, and fully mediate the link of age to altruism, courtesy, and civic virtue. Alternatively, prosocial and impression management motives were found to fully mediate the relationship between subjective age identity and OCBs.

The result of younger employees' greater focus on impression management motives provides support for the prediction derived from SST that self-concern would be stronger for younger people than for older people given younger people's greater focus on preparedness for the future (Lang & Carstensen, 2002). Moreover, it mirrors the findings reported in previous work (e.g., Inceoglu et al., 2012; Kooij et al., 2010; Ng & Feldman, 2010; Warr, 2008) regarding younger employees' greater concern over compensation, career progression, and recognition. However, the result of the insignificant age effect on prosocial motives contradicts the prediction from SST. It is assumed within SST that other-concern would be stronger for older people than for younger people because of older people's sense of limited future time and greater focus on emotionally meaningful activities (Lang & Carstensen, 2002). This finding is also discrepant with the result reported by Kooij et al. (2010), who showed a positive relationship between age and an other-oriented work motive. A possible explanation for the discrepancy would be a humanitarian norm or support-oriented culture rooted in public recreation agencies (Farland, 2010), given that a common theme across their mission statements is to enhance quality of life for their residents. As such, across age groups, employees might share the humanitarian value and act on it.

The observed relationships between subjective age identity and the two motives suggest that employees with a more youthful identity are more likely to perform OCBs for prosocial reasons, whereas employees with an older identity are more likely to perform OCBs for impression management motives so that others would see them in a positive light.

Table 4
Test of Indirect Effects

	Altruism						Conscientiousness						Sportsmanship						Courtesy						Civic Virtue					
	Bootstrapping						Bootstrapping						Bootstrapping						Bootstrapping						Bootstrapping					
	BCa95%CI						BCa95%CI						BCa95%CI						BCa95%CI						BCa95%CI					
	SE	LB	UB	ab	SE	LB	UB	ab	SE	LB	UB	ab	SE	LB	UB	ab	SE	LB	UB	ab	SE	LB	UB							
Mediators	ab	SE	LB	UB	ab	SE	LB	UB	ab	SE	LB	UB	ab	SE	LB	UB	ab	SE	LB	UB	ab	SE	LB	UB						
Age																														
IMM	.023	.009	.009	.044	.022	.010	.006	.047	.039	.015	.015	.072	.016	.007	.006	.033	.023	.010	.007	.046										
Subjective																														
Age																														
PM	-.051	.020	-.095	-.015	-.037	.016	-.075	-.010	-.046	.019	-.090	-.014	-.047	.018	-.083	-.012	-.057	.023	-.111	-.017										
IMM	-.022	.009	-.046	-.007	-.022	.011	-.051	-.006	-.041	.018	-.085	-.013	-.014	.007	-.033	-.004	-.021	.009	-.044	-.007										

Note. N = 569. PM = Prosocial Motives. IMM = Impression Management Motives. ab = Indirect Effect

Schafer and Shippee (2010) argued that experience in declining psychosocial resources due to stress or health issues would compromise people's ability to maintain their self-enhancing, compensatory youthful identities. The findings of the current study imply that psychosocial resources, such as self-efficacy (Boehmer, 2007), personal control positive/negative affect (Schafer & Shippee, 2010), and subjective well-being (Ward, 2010; Westerhof & Barrett, 2005), ascribed to subjective age identity may exert influences on the need structure. Self-oriented goals, such as a more favorable image or related desirable outcomes, may demand greater attention and need to be fulfilled prior to other-oriented goals, especially if one struggles with a depletion of psychosocial resources or his/her own well-being at work. In this sense, those with an older identity might feel the need for others' approval and to be seen as more relevant or engaged at work compared to those with a more youthful identity.

Regarding the relationships between the motives and OCBs, the positive relationships of prosocial motives with OCBs yielded from the data are in line with the findings from earlier studies (e.g., Arthaud et al., 2012; Grant & Mayer, 2009; Kim et al., 2013; Rioux & Penner, 2001). The observed negative relationship between impression management motives and OCBs, however, is inconsistent with the hypothesized direction and the results reported in some preceding work (e.g., Grant & Mayer, 2009; Kim et al., 2013). This finding appears to echo scholars' concerns over low consistency or quality of OCBs stemming from self-serving motives (Bolino et al., 2004). The discrepant findings could be attributable to differences of the samples, different measures, or different rating sources. The current study relied on self-reported data as the method in Finkelstein and Penner's (2004) study, which also indicated an inverse relationship between impression management motives and self-reported OCB. Negative connotations of impression management items, such as Machiavellianism (Bolino et al., 2004), might trigger respondents' social desirable tendencies to assign low scores on such items.

The current study contributes to the existing body of research in two major ways. First, the current study went beyond the simple equation that behavior is a function of age by evaluating mediating roles of motive mechanisms. Although the data suggests that younger employees were just as likely as their older counterparts to act on prosocial values, age differences in impression management motives provide some explanations for why younger employees engage in lower levels of OCBs. The findings support Kanfer and Ackerman's (2004) theoretical argument on age-related motivational changes as pronounced factors shaping employees' behavioral outcomes. While existing work mostly focused on age differences in general work motivation, the current study adds to the previous work by investigating age differences in behavior-specific motives.

Second, to the best of our knowledge, the current study offers the first empirical effort to use subjective age identity to fathom age-related OCB phenomenon. The data suggests that, controlling for chronological age, employees with a more youthful identity may perform greater levels of OCBs because of their greater emphasis on prosocial motives and less concern for impression management reasons. The findings prove the validity of subjective age identity in predicting the two motives beyond that accounted for by chronological age, suggesting the importance of considering inter-individual variation in age perceptions. The current study addresses the issue of using chronological age as an index of age-related self-concepts and sheds light on the possible effects of age-related self-concepts in OCB-specific motivational processes. Alternatively, the findings resonate with the core value of research work on employee well-being (e.g., Grawitch, Gottschalk, & Munz, 2006) and burnout (Gilbert et al., 2010), namely, that healthy employees, mentally and physically, are invaluable assets to organizations.

Limitations and Implications for Future Research

A concern over common method variance may arise due to the use of self-reports as the chosen method for collecting employee data. Associations among variables may not

reflect true relationships in the presence of common method variance (P. Podsakoff et al., 2003). In diagnosing the impact of common method variance, the EFA and CFA results revealed that it might not be a severe problem in the current study. However, the relations among the variables of interest remain vulnerable to the threat of socially desirable bias. To reduce this bias and encourage candid responses, the current study employed assurances of confidentiality. Without directly measuring social desirability, the current study could not test the extent to which associations among the variables might be explained by socially desirable bias. Evidence has indicated that, for U.S. employees, self-ratings of performance tend to be more lenient than are the ratings obtained from supervisors or peers (Farh, Dobbins, & Cheng, 1991). Thus far, it is logical to speculate that the observed high scores on OCBs and prosocial motives and the observed low scores on impression management motives might, to a certain extent, reflect respondents' motivation to distort the ratings in a favorable light rather than displaying their true feelings. This may provide an alternative explanation for insignificant findings. Future studies on employee OCB in park and recreation contexts can consider the use of multiple sources by including self-ratings, supervisor ratings, peer ratings and possibly customer ratings to guard against common method variance or social desirable bias.

Another major limitation is the correlational nature in the current study, arising from the use of a cross-sectional design as the research method. No definite causal relationships should be inferred from the findings. Alternatively, just as in other cross-sectional studies on generational or age differences (e.g., Gladwell et al., 2010; Inceoglu et al., 2012; Warr, 2008), the effects found in the current study for age differences might reflect age-related changes, generational differences, cohort effects, and/or non-normative influences. The conclusion drawn from the current study concerning age differences must be interpreted with caution. Future studies may consider a longitudinal design that allows for more accurate assessments of age-related changes.

As organizational scholars urge the use of alternative operationalizations of an age factor other than chronological age to investigate aging in the workplace (Kooij et al., 2010; Ng & Feldman, 2008), the findings from the current study suggest that subjective age identity could enrich the understanding of age-related phenomena in organizations. However, the findings also raise a question as to which of the underlying psychological mechanisms, such as the valence of the self-concept, affective states, or subjective well-being, might explain the link between subjective age identity and motives. Future research is encouraged to untangle its underlying psychological processes for other work outcomes or test whether subjective age identity can explain other work attitudes.

Practical Implications

The findings of the current study have several implications for managing employees in municipal park and recreation agencies. As chronologically younger employees generally show greater impression management motives, less compliance with rules, and less tolerance for inconvenience imposed on them, managers should consider age differences in motives and behavior when managing and communicating their expectations to employees. Agencies could ensure the link between persistent, rather than random, positive behavior and recognition/rewards to reduce impression management motives. Alternatively, agencies should recognize the positive efforts that older employees are more likely to put forth and create opportunities for older high performers to help younger employees to conform to, identify with, and internalize the norm of citizenship. For example, agencies can assign older workers to be younger employees' mentors. In this type of arrangement, older employees can help relay expectations and act as a role model in shaping younger employees' cooperative behavior.

In view of the positive effect of prosocial motives on OCB, according to Grant and Berg (2011), managers could highlight the relational nature of employees' task significance and articulate the important impacts of their jobs on others through informal or formal communication. This strategy of emphasizing relational blueprints may enhance the salience of working relationships with others and draw attention to others' needs and

feelings. Another possible strategy to promote prosocial motives would be to develop collectivistic norms (Grant & Berg, 2011). Managers could introduce shared goals, collective recognition/rewards, teamwork structure, or informal social gatherings to cultivate a collective sense of “we” within the organization. The emphasis on collective interests, then, may shift employees’ attention to others’ welfare.

Based on the findings of subjective age identity, strategies that could help employees to secure and maintain a more youthful identity may foster prosocial motives and OCBs as well as reduce overconcerns with impression management. To reach this end, agencies must provide employees with resources and support in managing their physical and psychological well-being. According to Mulvaney (2014), managers could introduce benefits programs (e.g., professional development opportunities, flexible work arrangements, wellness programs, employee assistance programs, etc.) that provide timely opportunities or assistance for employees to elevate psychosocial resources (e.g., self-efficacy or personal control) and to reduce physical or psychological risks associated with aging (e.g., health problems or burnout). Development of a positive, energetic work climate could be another approach to helping employees safeguard psychosocial resources and breed youthful identities. Specifically, participative initiatives, including, but not limited to, goal setting, empowerment, and delegation, could be considered in this regard as they could lift employees’ sense of control (Luthans & Youssef, 2004). Managers could also facilitate the formation of youthful identities through ensuring two-way and open communication that welcomes and encourages different opinions. Alternative approaches that could foster vibrant work environments, such as appreciation of the positive sides of employees’ life or small fun activities that recognize the importance of individual employees, may help employees to better manage their age-related self-concepts and evoke greater engagement at work.

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